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Strategy to implement an
integrated risk management
framework in health Canada

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STRATEGY TO IMPLEMENT AN
INTEGRATED RISK MANAGEMENT FRAMEWORK
IN HEALTH CANADA

June 19, 2003
Office of Integrated Risk Management



Our Mission is to help the people of Canada
maintain and improve their health

Health Canada

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INTRODUCTION

Organizations need a framework to manage and control significant risks that could interfere with achieving desired results and objectives. Managing risks is not new: it is fundamentally a good management practice. Mature risk management requires an organized and systematic approach to determine the best course of action under uncertainty. It is an essential part of good management and decision-making at all levels in the organization.

This document describes the strategy for implementing an *Integrated Risk Management Framework in Health Canada*, including what immediate actions the Department intends to take over the next twelve to eighteen months to build a foundation towards mature risk management. These short-term actions are aimed at building commitment through communication, continuous learning and common understanding.

What is Integrated Risk Management?

“Risk” refers to the uncertainty that surrounds future events and outcomes. It is the level of exposure to uncertainties that an organization must understand and effectively manage. Risk is the expression of the likelihood of a future event occurring as well as its potential to influence the achievement of an organization’s objectives.

If risk is about future uncertainty, then “*Risk Management*” is about making decisions involving uncertain future situations. Risk management is the systematic process - the practices and procedures - that an organization uses to manage the risks it faces. It is about setting a preferred course of action under uncertainty by identifying, assessing, understanding, acting on and communicating risk issues.

“*Integrated Risk Management*” means incorporating risk information into the strategic direction-setting of the organization and making decisions that consider the department’s established risk tolerance levels. Integrated risk management is an organization-wide approach to managing risk at the strategic, operational and project level which is continuous, proactive and systematic. It is about applying sound risk management practices and fostering a working culture that values learning, innovation, responsible risk-taking and continuous improvement.

OPERATING CONTEXT

Government Wide Context

The Privy Council Office, in 1998, convened a working group of assistant deputy ministers to consider horizontal issues associated with managing risk in the public policy process. The working group published a report in March 2000 recommending, among other things, a government risk management framework.

Also in March 2000, the importance of strengthening risk management was reinforced by the tabling in Parliament of the document *Results for Canadians: A Management Framework for the Government of Canada* which contained a commitment to develop an integrated risk management framework. With the tabling of Results for Canadians, Modern Comptrollership became one of the government's key priorities for modern management. Sound Risk Management is one of the pillars of Modern Comptrollership.

Towards Management Excellence - Elements of Modern Comptrollership:

- Strategic Leadership
- Motivated People
- Shared Values & Ethics
- Integrated Performance Information
- Mature Risk Management
- Rigorous Stewardship
- Clear Accountability

Source: TBS April 2003

In April 2001, the Treasury Board Secretariat (TBS) issued the *Integrated Risk Management Framework (IRMF)* to address its commitment set out in Results for Canadians to strengthen management capabilities in departments and agencies. The IRMF identifies four elements to guide departments to manage risk and advance the development and implementation of modern management practices. It is important to note that in this context, risk is all encompassing and includes program risks of all sorts (e.g., financial, technology, property, health, etc.) An

Implementation Guide (April 2003) has been developed as a companion document.

The Clerk of the Privy Council has made the implementation of Modern Comptrollership one of his priorities. In addition, the Clerk made the implementation of Modern Comptrollership, including risk management, a key accountability commitment in the Deputy Ministers' performance assessments.

More recently, TBS introduced a comprehensive *Management Accountability Framework (MAF)* (draft document -June 2003) that defines and clarifies expectations of sound management. The MAF describes the key elements of management excellence and responds to the criticism that there are too many "frameworks" by rationalizing the many existing TBS frameworks. Risk Management is one of the key management elements.

Management Accountability Framework - Indicators of Management Excellence -

Risk Management

- Key risk identified and managed
- Risk lens in decision-making
- Risk-smart culture
- Capacity to communicate and manage risk

Source: TBS June 2003

The MAF will be incorporated into the Deputy Ministers' Guide on Accountability and will steer the government's management agenda now and in the future. The Management Accountability Framework is aligned with the vision of Results for

Canadians and incorporates and builds on the principles of Modern Comptrollership. Ultimately, the MAF will be the basis for assessing the soundness of management practices in departments across the federal government.

Health Canada Context

As a pilot department for Modern Comptrollership, Health Canada committed to implementing modern management practices in the Department. As part of the management renewal process, the Department conducted, through a series of thirteen workshops and interviews, a self-assessment of current management practices to seek valuable opinions and perceptions of managers as they relate to recognized best practices and principles. Health Canada managers provided their full support and results from the self-assessment indicated excellent participation across the department from all levels of management.

The self-assessment was completed in July 2001 and the findings tabled at the *Departmental Executive Committee* (DEC) in October 2001. The results identified a number of key findings where improvements were needed. In May 2002, the Departmental Executive Committee approved the document: *A Modern Management Strategy - Implementing Modern Comptrollership in Health Canada*. The Strategy included a commitment "to implement an integrated risk management framework."

Health Canada's vision of Modern Comptrollership is an organization which focuses at every level, on the effective management of resources for the achievement of results in a manner consistent with clearly defined and commonly accepted values and ethics.

Source: *Health Canada's Modern Management Strategy* May 7, 2002

PROVIDING A FOCUS - IMPLEMENTING AN IRMF IN HEALTH CANADA

IRM is a continuous, proactive and systematic process for understanding, managing and communicating risk from an organization-wide perspective. It is meant to support strategic decision-making that contributes to the achievement of an organization's overall corporate objectives.

In Health Canada risk management is an ongoing priority as it relates to health risks. The Department adopted in September 2000 the *Decision-Making Framework (DMF)* as a tool for risk management decision-making. The DMF is focused on health-related risk and has been applied primarily in the context of the Department's *DEC Sub-Committee on Risk Management* which actively manages and provides overall leadership in health related risk activities. However, the scope of the IRMF is much broader.

**Government of Canada's
Integrated Risk Management Framework**

Elements	Requirements
Corporate Risk Profile	<ul style="list-style-type: none"> . environmental scan . current status of risk . risk profile
Establish an IRM Function	<ul style="list-style-type: none"> . management direction . communicate direction . operationalise integrated risk management through existing decision-making structures and reporting processes
Practice Integrated Risk Management	<ul style="list-style-type: none"> . common risk management process . decision-making and priority-setting . consultations with stakeholders
Continuous Learning	<ul style="list-style-type: none"> . learning plans . best practices\case studies

Source: TBS April 2001

TBS's Integrated Risk Management Framework is aimed at strengthening risk management practices within the Public Service. It is important to note that in this context, risk is all encompassing and includes program risks of all sorts (e.g., financial, technology, property, health, etc.). The Department recognizes that with respect to risk management there exist numerous organizational elements that are suitable to building an Integrated Risk Management Framework; for example: strategic & business planning, performance measurement, the DMF for health risks, modern comptrollership (risk management is one of the seven key elements), program evaluation, values and ethics, internal audit, accountability initiatives, quality assurance units, branch audit groups, technology risk framework, et al.

Further, several Branches and Regions have already invested in risk management tools and techniques and a number have commenced the early stages of developing an IRMF. All Branches and Regions have appointed senior officers to lead this initiative and implement an IRMF for their respective organizations.

Leadership and Coordination

Senior Management also recognized the need for overall leadership and coordination to implement an Integrated Risk Management Framework for the Department. To that end the Departmental Executive Committee met in June 2002 to discuss how best to move forward and at its October 2002 meeting, DEC made a number of decisions with respect to ongoing oversight and direction for the implementation of an IRMF. DEC recognizes that implementing an IRMF is a major undertaking and is committed to providing overall leadership. To provide a focus to the initiative, the Departmental Executive Committee agreed to the following:

- **DEC** DEC has placed IRMF as a standing update item at its DEC-Retreats.
- **DEC-PAC** the Departmental Executive Sub-Committee on Policy and Analysis has been assigned the responsibility to direct and oversee the implementation of an Integrated Risk Management

- Framework.
- ▶ **Champion** the ADM-CSB has been identified as the *Champion* for IRM to sustain the momentum to a risk-smart environment.
- ▶ **IRM Network** all Branches, Regions and areas of functional expertise were directed by DEC to assign a senior official to create a Network responsible to take the necessary actions to implement an IRMF and act as lead for incorporating risk management in their respective organizations;
- ▶ **Dept'l Lead** the Director, Planning & Special Projects Directorate / Modern Comptrollership Office is the Department's full time executive accountable to the ADM Corporate Services Branch for implementing the IRMF; chairs the Integrated Risk Management Network and manages the Office of Integrated Risk Management. The Director also manages the Office of Modern Comptrollership for the Department. An essential part of this role is to ensure that the implementation of an IRMF is consistent with Health Canada's Modern Comptrollership initiative and the government's new Management Accountability Framework.
- ▶ **Office of IRM** the Department agreed to establish an Office of IRM, in the Planning and Special Projects Directorate; headed by a senior project officer, the Office is tasked with developing and coordinating the IRMF implementation. An essential part of this task involves developing common terminology and identifying effective linkages with all other related initiatives and processes within the Department whether at the Corporate, Branch or Agency levels, such as corporate and business planning. The Office is to ensure that DEC Sub-Committees - specifically DEC-RM, DEC A&E, DEC-OPS, are informed of progress. The Office facilitates the implementation of the IRMF, functions as an expert resource and acts as a single window with Central Agencies and other government departments regarding IRM.

With the evident amount of existing resources and work in progress by some Branches and Regions, DEC members directed that every effort should be made to build on existing investments. Specifically, DEC directed that a shared and common approach be applied. The OIRM and IRM Network would develop a departmental approach to ensure consistency and continuity. Branches and Regions are to incorporate risk management in their management frameworks and consistent with the departmental approach.

Linking IRM to the Planning Cycle

The Departmental Executive Committee also agreed that risk management is an integral component of the department's business cycle (Annex B) and that to assist in developing a corporate risk profile, the Office of Integrated Risk Management will work closely with the Department's Horizontal Policy and Strategic Planning Division to ensure that risk management is incorporated in the environmental scan exercise leading to the establishment of the Department's strategic priorities. This will enable the department to start identifying areas of risk at the corporate level.

Risk Assessment Model for Decision-Making			
Impact:	Risk Management Actions		
Significant			
Moderate			
Minor			
Likelihood:	Low	Med.	High

= Extensive management essential
 = Manage and monitor risk
 = Monitor/Accept risk

source: TBS IRMF April 2003

AN ACTION PLAN - IRM Network Planning Retreat - May 6-7, 2003

A Phased Approach

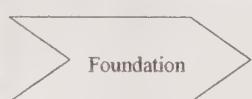
Under the leadership of the Office of Integrated Risk Management, the IRM Network met for two days in early May 2003 to review, discuss and determine its approach to implementing an Integrated Risk Management Framework in Health Canada. As the implementation of an IRMF is a long-term initiative, the Network concluded that, consistent with TBS's modern comptrollership model, Managing For Excellence, a phased approach is necessary:

- a **foundation phase** that addresses the basic requirements of IRMF
- a **transition phase** that more fully integrates risk management
- a **sustaining phase** that is ongoing.

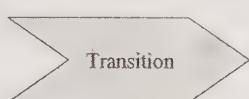
TOWARDS MANAGEMENT EXCELLENCE: COMPTROLLERSHIP PRACTICES

MATURE RISK MANAGEMENT

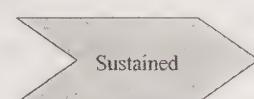
Definition: Strong risk management practices are integrated in strategic and operational decision-making in a manner that support innovation and sound stewardship.

Expected Practices

Senior management recognizes the importance of an organization-wide approach to risk management and develops a corporate risk profile. Senior management ensures that the integrated modern management improvement agenda addresses all significant risks. Senior management ensures that all managers are aware of the corporate risk profile and include risk management in their individual learning plans.

Expected Practices

Senior management ensures that risk management is fully integrated in the strategic alignment of corporate resources, results and plans. Senior management makes sure that the accountability structure recognizes the importance of risk management and that external clients and stakeholders are adequately informed about the major risks facing the organization. Senior management promotes a culture where risk management is an integral part of the continuous learning and recognition programs. All managers understand and apply risk management practices in their decision-making.

Expected Practices

Senior management and all managers make results focused decisions informed by a solid risk management practices. Senior management ensures that risk management is an integral part of the decision and knowledge tools and systems designed to support all employees. Senior management ensures that all employees understand the principles of risk management and apply them in their daily operations.

source: TBS - Modern Comptrollership

Towards Management Excellence

April 2003

The Guiding Principles : The 6 C's

To guide its work, the Integrated Risk Management Network agreed that it will build on what already exists at Health Canada and identified six principles - these are already being referred to as the Six Cs:

- ▶ ***Commitment*** - visible senior management leadership; departmental management fosters an environment of support that encourages integrated management of risk;
- ▶ ***Continuity*** - a sustaining and ongoing management practice; risk management becomes an integral component of decision-making;
- ▶ ***Consistency*** - common strategy, practices, tools and techniques;
- ▶ ***Communication*** - build awareness and understanding; significant decisions involving risk should be documented to support accountability;
- ▶ ***Culture-conscious*** - develop effective strategies to implement risk management and gain momentum; all Branches / Regions are responsible to integrate risk management into their management frameworks;

- ▶ **Continuous Learning** - maintaining and improving competencies - learning from previous experiences; risk management to be incorporated as part of continuous learning

As well, during the Planning Retreat members of the IRM Network discussed the benefits that the Department can anticipate by implementing an Integrated Risk Management Framework, including the following:

- ▶ by managing risk, the Department can increase its certainty that its objectives will be met;
- ▶ understanding risk improves decision-making and enhances awareness of risk at all levels in the organization;
- ▶ a planned and proactive approach to managing and understanding risk assists in the identification of the Department's strategic priorities;
- ▶ risks are identified and managed within the organization's understanding of risk tolerance;
- ▶ clarifying and communicating organizational risk tolerance assists managers and employees in understanding the boundaries or limits within which they are expected to manage risk.

The Action Plan

The Planning Retreat focused on identifying actions for the short-term - the next twelve to eighteen months - to address the following seven key areas which the IRM Network deemed to be essential to building the foundation of an Integrated Risk Management Framework:

Key Activities

- ▶ integrating risk management into existing decision-making processes
- ▶ understanding risk tolerance
- ▶ assessing current risk management capacity
- ▶ communicating corporate direction for risk management
- ▶ shared leadership: roles and responsibilities
- ▶ risk management learning
- ▶ integrating risk management in the strategic priority setting exercise

Annex A presents the planned actions to address these key activities, including objectives and measures of success. The Network members have concluded that four of these key activities require concerted work and to this end, have established subgroups composed of Network members to address these key activities. These subgroups will report regularly to the Network through the OIRM. The OIRM will facilitate and coordinate the work of the Network and subgroups so that there is no duplication effort and that actions taken are complimentary. The overall measures of success for mature risk management were approved by the DEC as articulated in the Modern Management Strategy.

Monitoring & Reporting

Ongoing monitoring and reporting on progress will ensure that Integrated Risk Management remains a priority in the Department's modern management agenda. Periodic update reports on progress will be presented to DEC-PAC by the Office of Integrated Risk Management. The Action Plan identified in Annex A will be reviewed semi-annually and updated by the OIRM to reflect progress and further steps required for ongoing management renewal. Planned activities that require specific direction/decision will be tabled at DEC-PAC by the OIRM.

Mature Risk Management -
decision-making and monitoring processes based on identification and management of risk.

Success will be measured by:

- risk management framework supported by decision-makers and consistently used in decision-making;
- employee responsibilities and accountabilities for managing risk are well understood and followed.

Source: Health Canada's Modern Management Strategy

Treasury Board will be kept up-to-date on progress towards implementing an IRMF through the Department's regular reports on implementing Modern Comptrollership. As well, the Departmental Lead will provide regular updates as member of TBS IRM Implementation Council.

Branches/Regions will regularly report on progress in implementing the IRMF in their respective areas and "best practices" will be identified and promoted across the department through the IRM Network. Regular updates on progress will be posted by the OIRM on the Health Canada website under "modern comptrollership". Annually, the department will report on its plans and priorities, including IRMF, for modernizing comptrollership to Treasury Board, the Auditor General and Parliament through the Department's Performance Report (DPR).

ANNEX A**ACTION PLAN: IMPLEMENTING AN INTEGRATED RISK MANAGEMENT FRAMEWORK IN HEALTH CANADA****A. Background**

This Action Plan consolidates the work of the IRM Network during the early part of 2003, culminating at its two-day Planning Retreat in May. It is the general view of the IRM Network that in order to move forward on Integrated Risk Management, the Department needs to adopt a more systematic approach to the identification of risks at all levels of the organization. As the organization advances, the ongoing provision of guidance and structures (e.g. roles and responsibilities, operating principles, key terminology) will be important. Communicating about risk, strengthening competencies and providing tools for managing risk are seen as critical success factors. Continuous learning, by using case studies, best practices and sharing experiences and tools, is viewed as an integral part of Integrated Risk Management.

The IRM Network deemed the following as "**Key Activities**" essential to building the foundation of an Integrated Risk Management Framework:

- ▶ integrating risk management into existing decision-making processes
- ▶ understanding risk tolerance
- ▶ assessing current risk management capacity
- ▶ communicating corporate direction for risk management
- ▶ shared leadership: identifying roles and responsibilities for integrating risk management
- ▶ risk management learning
- ▶ integrating risk management into departmental planning - profiling corporate risk

B. Overview of Action Plan

The Action Plan is explicitly designed to address the four elements of an IRMF:

- ▶ Developing a Corporate Risk Profile
- ▶ Establishing an IRM Function
- ▶ Practicing IRM
- ▶ Ensuring Continuous Risk Management Learning.

In developing the Action Plan, the Departmental Office of IRM and the Network analyzed the TBS requirements in terms of managing for excellence; considered what other departments had done; and reviewed the observations in the Auditor General's recent report regarding implementing risk management.

ANNEX A

The Action Plan identifies the Key Activity, suggested measures of success, planned actions to address the key activity, who is responsible and planned target completion dates. The Action Plan will be updated semi-annually to reflect progress and appropriate actions as they unfold.

The Network, as a whole, will collectively address three key activities and has established subgroups comprised of Network members to address the following: Understanding Risk Tolerance, Assess Current Risk Management Capacity, Communicate Corporate Direction for Risk Management, and Risk Management Learning. These sub-groups will have specific deliverables within each of these activities and will report on a regular basis to the Network through the OIRM.

DEC-PAC will provide oversight for the Action Plan and progress reporting will be coordinated by the OIRM and posted on the Health Canada website under modern comptrollership.

ANNEX A**C. Relationship of Action Plan - Key Activities to TBS Requirements**

The following chart illustrates the relationship of the Key Activities to TBS requirements.

Relationship of Action Plan - Key Activities to TBS Requirements for Integrated Risk Management

Elements	Requirements	Action Plan: Key Activities
Developing a Corporate Risk Profile	<ul style="list-style-type: none"> . Environmental scanning . Identifying current status of risk . Establishing a risk profile 	<ul style="list-style-type: none"> . Understanding Risk Tolerance . Integrating Risk in the Strategic Priority Setting Exercise
Establishing an Integrated Risk Management Function	<ul style="list-style-type: none"> . Senior management direction . Communicate management direction . Operationalise integrated risk mgmt thru existing decision-making & reporting structures . Assess capacity 	<ul style="list-style-type: none"> . Integrating Risk Management within Existing Decision-Making Processes . Assess Current Risk Management Capacity . Communicate Corporate Direction for Risk Management . Shared Leadership : Roles and Responsibilities
Practising Integrated Risk Management	<ul style="list-style-type: none"> . Common RM process applied at all levels . Decision-making and priority setting . Ongoing consultations w\stakeholders 	<ul style="list-style-type: none"> . Assess Current Risk Management Capacity . Understanding Risk Tolerance . Integrating Risk Management within Existing Decision-Making Processes
Ensuring Continuous Risk Management Learning	<ul style="list-style-type: none"> . Learning plans . Ongoing experience: <ul style="list-style-type: none"> - best practices - case studies 	<ul style="list-style-type: none"> . Risk Management Learning

ACTION PLAN FOR IMPLEMENTING AN INTEGRATED RISK MANAGEMENT FRAMEWORK IN HEALTH CANADA

(Building the Foundation over the next 12 to 18 months)

Key Activity: INTEGRATING RISK IN THE STRATEGIC PRIORITY SETTING EXERCISE				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To identify high-level corporate risks and incorporate related information in corporate and departmental reporting documents.	Development of a profile of corporate risks, and included in the 2004-05 RPP.	- Office of IRM with Strategic Planning - IRM Network	Incorporate risk management lens in the departmental E-scan exercise Analyse results with areas of expertise Organize workshops to consult with managers Commence to identify potential areas at risk Incorporate key risks and related information in corporate/departmental documents (i.e. RPP, DPR) Draft departmental risk profile and include findings in the next RPP Review process for lessons-learned and adopt new cycle Plan for next cycle	June 2003 August 2003 September 2003 November 2003 November 2003 November 2003 January 2004
Key Activity: INTEGRATING RISK MANAGEMENT WITHIN EXISTING DECISION-MAKING PROCESSES				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To integrate risk management within existing decision-making.	Evidence that risk information and assessment is incorporated in key decision-making senior management committees.	- IRM Network - Office of IRM	Identify/confirm key decision-making committees at Departmental, Branch and Regional levels (systematically incorporate risk discussion (i.e. key questions) in mandate of key decision-making committees at all levels)	March 2004

ANNEX A

Key Activity: INTEGRATING RISK MANAGEMENT WITHIN EXISTING DECISION-MAKING PROCESSES (CONT'D)

Goal	Key Activity:	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
				Establish guidelines for risk assessment (e.g. DMF) Determine best method to promulgate risk assessment guidelines - e.g. policy/procedures Incorporate risk assessment (i.e. key r.m. questions at key decision-making committees Determine process for key decision-making committees to communicate decision including risk assessment	December 2003 January 2004 January 2004 October 2004
Key Activity: UNDERSTANDING RISK TOLERANCE					
Goal	Key Activity:	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To establish a common understanding of risk tolerance.		Developing and providing clear direction on risk tolerance.	- Network Subgroup - Office of IRM (Reporting to IRM Network)	Research risk tolerance and commence discussing in Health Canada context Describe and identify the key components of risk tolerance Develop risk tolerance framework/guide/case studies/lessons learned Determine how best to introduce and communicate the concept of risk tolerance Develop risk tolerance awareness sessions and Incorporate into departmental learning programs (e.g. Values/Ethics) Integrate lessons learned into a web-enable repository	October 2003 December 2003 October 2004 November 2004 November 2004 November 2004

ANNEX A

Key Activity: ASSESS CURRENT RISK MANAGEMENT CAPACITY				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To determine how best to identify current risk management capacity and how to build organizational capacity.	<p>Common language and tools being used as an integral part of risk assessment supporting decision-making.</p> <p>Examples demonstrating that risk management information (e.g. best practices, lessons learned) is being shared across disciplines.</p>	<ul style="list-style-type: none"> - Network Subgroup - Office of IRM <p>(Reporting to IRM Network)</p> <ul style="list-style-type: none"> - start date - mid-review - end date 	<ul style="list-style-type: none"> Develop capacity assessment template Communicate purpose and intent of assessment Identify the elements of a common RM process for Health Canada Collect and compile findings from capacity assessment template - develop Process - start date - mid-review - end date <p>Analyse gaps</p> <p>Propose solutions/recommendations</p>	September 2003 October 2003 November 2003 October 2003 November 2003 November 2003 December 2003 February 2004 March - April 2004
Key Activity: COMMUNICATE CORPORATE DIRECTION FOR RISK MANAGEMENT				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To develop a communication strategy and action plan.	Communication tools and use of common language in place to articulate the organization's risk management objectives and operating principles.	<ul style="list-style-type: none"> - Network Subgroup - Office of IRM <p>(Reporting to IRM Network)</p>	<ul style="list-style-type: none"> Prepare overall communication strategy including key messages - Communicating measures of success; the role of OIRM and the Network, etc. Identify Senior managers to carry out and to provide key messages to all staff Establish and build consensus around a common lexicon Develop a Manager's guide 	October 2003 November 2003 February 2004

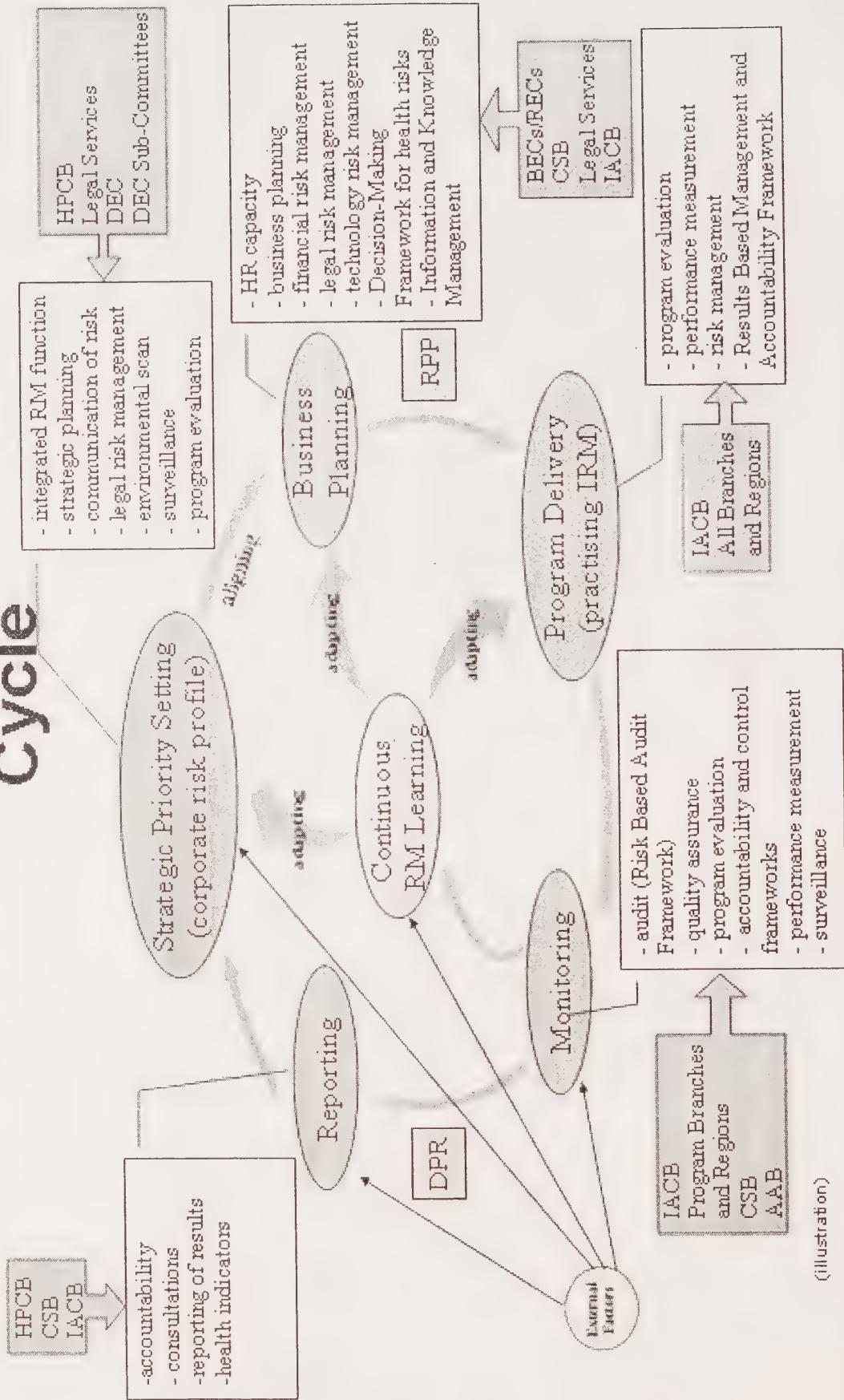
ANNEX A

Key Activity: COMMUNICATE CORPORATE DIRECTION FOR RISK MANAGEMENT (CONT'D)				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
			Communicate availability of resources, tools, training, monitoring Adopting the techniques - tools Find creative ways to recognize achievements at all levels Incorporate risk management in performance agreements of all managers	February 2004 March 2004 March 2004 September 2004
Key Activity: SHARED LEADERSHIP: ROLES AND RESPONSIBILITIES				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To develop a strategy on how to clarify and communicate the roles and responsibilities of the different parties involved in integrated risk management and identify the linkages.	Extent to which management is aware and committed to management improvement. Responsibilities and accountabilities for managing risks in the planning cycle are understood and followed. Integration of risk management in all areas of the planning cycle.	- IRM Network - Office of IRM	Identification of Oversight Committee Establishment of the OIRM & IRM Network Development of draft Strategy/Action Plan Clarify roles and responsibilities of areas of expertise (i.e. QA, Internal Audit, Program Evaluation, etc.) with respect to risk monitoring and their linkages to the planning cycle Clarify roles, responsibilities and linkages of the key risk management functions (e.g. risk communication, legal risk management, technology risk management, etc.) in the departmental planning cycle Consolidate and report on the integration of risk management in the planning cycle	October 2002 Nov. '02 / Jan. '03 June 2003 March 2004 June 2004 August 2004

ANNEX A

Key Activity: RISK MANAGEMENT LEARNING				
Goal	Success will be	Action by	Planned Actions to Address Key Activity	Target Date
To invest in building risk management capacity - both at the organizational and individual levels.	<p>IRM being considered a key component of "continuous learning" in Health Canada.</p> <p>Use of issue sheets completed for submission when making decisions.</p>	<ul style="list-style-type: none"> - Network Subgroup - Office of IRM <p>(Reporting to IRM Network)</p>	<ul style="list-style-type: none"> Develop RM checklist (7 steps, issue sheet) Identify RM experts, communities of practices and other learning opportunities Inventorize current training available in house Undertake gap analysis of levels of expertise (awareness, expert, corporate intelligence) Integrate RM into learning program / personal learning plans (i.e. Learning for Leadership, Managing for Results) Determine what "continuous learning" means for IRM 	<p>November 2003</p> <p>December 2003</p> <p>January 2004</p> <p>February 2004</p> <p>March 2004</p> <p>October 2003</p>

Integrating RM with Planning Cycle



INTEGRATING RISK MANAGEMENT IN HEALTH CANADA - ROLES AND RESPONSIBILITIES

(DRAFT....to be more fully defined / communicated by IRM Network as part of its action plan)

DM & Assoc. DM	IRM Governance Structure	IRM Network	ADM's & RDG's	Managers	All Employees
<ul style="list-style-type: none"> Send message that IRM is a valuable discipline Include IRM as ongoing commitment for all senior managers Provide direction on IRM, including risk tolerance Assign roles for corporate IRM governance Regular report to TBS & OCG Include progress on IRM in DPR and RPP 	<ul style="list-style-type: none"> DEC-PAC - oversight for IRMF implementation to direct and sustain IRM DEC-Retreats - IRM is a standing item Champion - to sustain the momentum \ raise awareness Departmental Lead & Office of IRM - develop and coordinate IRMF implementation ; link RM to the planning cycle; lead development of corporate risk profile; ensure links to key DEC-sub-committees - RM, A&E, Ops all DEC sub-committees to incorporate risk management in decision-making 	<p>IRM Network - responsible to develop and implement action plan for IRMF, including communication, tools & methods, continuous learning; comprised of senior representatives from:</p> <ul style="list-style-type: none"> all Branch & Regional representatives are their respective organization's lead for IRM Areas of Expertise include: <ul style="list-style-type: none"> -Strategic Planning (identifying corporate risk by incorporating risk management in strategic priority setting) -Audit & Accountability (annual & multi-year audit plans based on risk assessment of business lines) -Program Evaluation (promoting performance measurement that will help managers focus on program results) -Quality Assurance (appropriate monitoring activities for early identification of risks) -Human Resources (learning, & training strategies) -Communications (corporate risk communications strategy) 	<ul style="list-style-type: none"> Identify key risk areas for their respective organizations Develop and provide clear direction on risk tolerance levels Incorporate risk management in their management frameworks Incorporation of RM into respective business planning Ensure RM is incorporated into key decision-making bodies 	<ul style="list-style-type: none"> Contribute to development of risk tolerance levels Contribute to organizational risk awareness by identifying & raising risk issues to higher levels Be an agent of change; understand and communicate organization's approach to IRM Ensure employees are made available for awareness and development sessions Put into practice the necessary actions to support continuous RM learning 	<ul style="list-style-type: none"> Participate in learning programs about risk, apply learnings and tools while ensuring managers are advised of risk within the scope of their work Looking for opportunities for sensible risk taking Report, respond to, monitor & evaluate risks as required by respective manager \ organization Request and contribute by including RM in personal learning plans

ANNEX D

INTEGRATED RISK MANAGEMENT NETWORK

For a current list of the IRM Network members, please contact the Office of Integrated Risk Management for further information.

ANNEX E

LIST OF REFERENCES

Health Canada:

- Implementing Modern Comptrollership in Health Canada, *A Modern Management Strategy*, May 2002
- Departmental Executive Sub-Committee on Risk Management - terms of reference
- Departmental Executive Sub-Committee on Planning, Analysis and Communications - terms of reference
- Integrated Risk Management Framework - Presentation to Departmental Executive Committee - June 28, 2002
- Summary Note IRM Network Plans retreat, May 6-7, 2003
- Health Canada Website - modern comptrollership :
http://www.hc-sc.gc.ca/english/care/estimates/modern_comptrollership.htm

Treasury Board of Canada:

- Risk, Innovation and Values – Examining the Tensions – April 15, 1999
- Integrated Risk Management Framework - April 2001
- Management accountability Framework - Update Presentation - May 7, 2003
- Results for Canadians: A Management Framework for the Government of Canada, tabled in Parliament by the President of the Treasury Board in March 2000
- Risk Management Policy - Modified October 5, 2001
- Best Practices in Risk Management: Private and Public Sectors - April 1999
- Integrated Risk Management - Implementation Guide - April 2003 - Consultation Draft - p.3
- Policy on Active Monitoring - Modified June 1, 2001
- Modern Comptrollership Practices: Towards Management Excellence - April 7, 2003
- Integrated Framework of Management Expectations plus associated indicators and measures - draft - May 2003
- Integrated Risk Management Framework: A report on Implementation Progress - Final Draft - February 2003
- Implementation Council for the Integrated Risk Management Framework - Terms of reference - June 2002
- Integrated Risk Management - Implementation Guide - April 2003 - Consultation Draft
- Risk Management Division website for extensive list of risk management websites inside and outside the federal government : <http://www.tbs-sct.gc.ca/rm-gr/home-accueil.asp#M>

Privy Council Office:

- Risk Management for Canada and Canadians - report of the ADM Working Group on Risk Management - March 2000

The Canadian Centre for Management Development:

- Foundation for Developing Risk Management Learning Strategies in the Public Service - CCMD Roundtable on Risk Management - April 2001

Auditor General of Canada:

- Report of the on Progress in Implementing IRM - April 2003



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